

# EXHIBIT 3

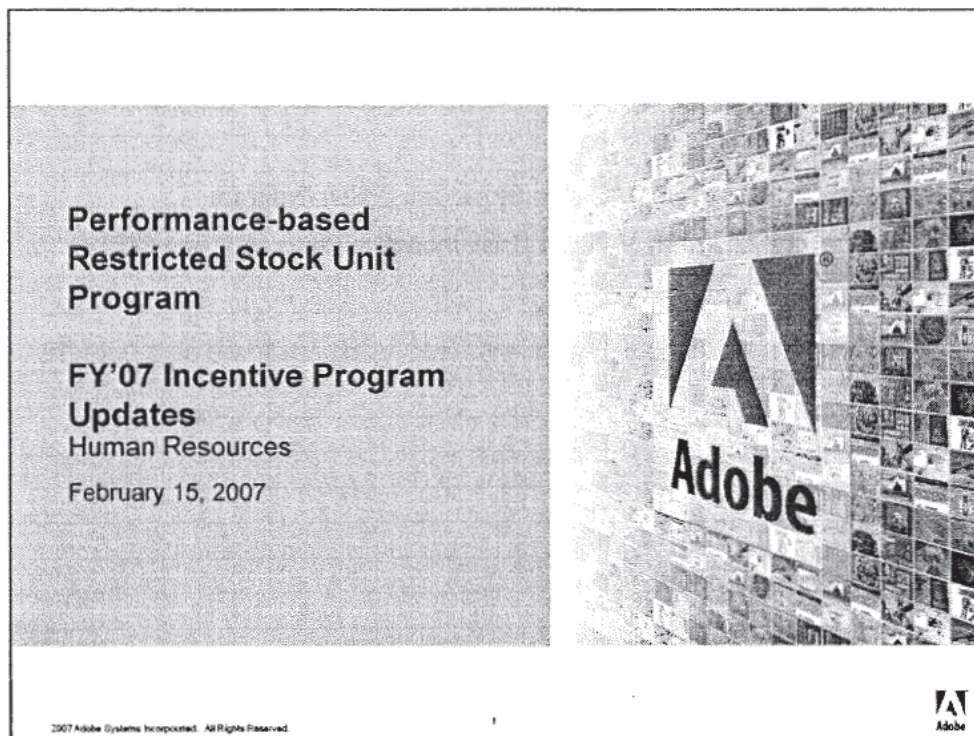
DOCUMENT

PLACEHOLDER

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- Introduce Performance based Restricted Unit Program once and reference as PSU through out the rest of presentation
- Talking points from Bruce's presentation in December 2006



## Agenda

- Total Compensation
- Performance-based Restricted Stock Unit (PSU) Program
- Annual and Quarterly Variable Cash Incentive Plans (AIP and QIP)
- Your Next Steps
- Q&A

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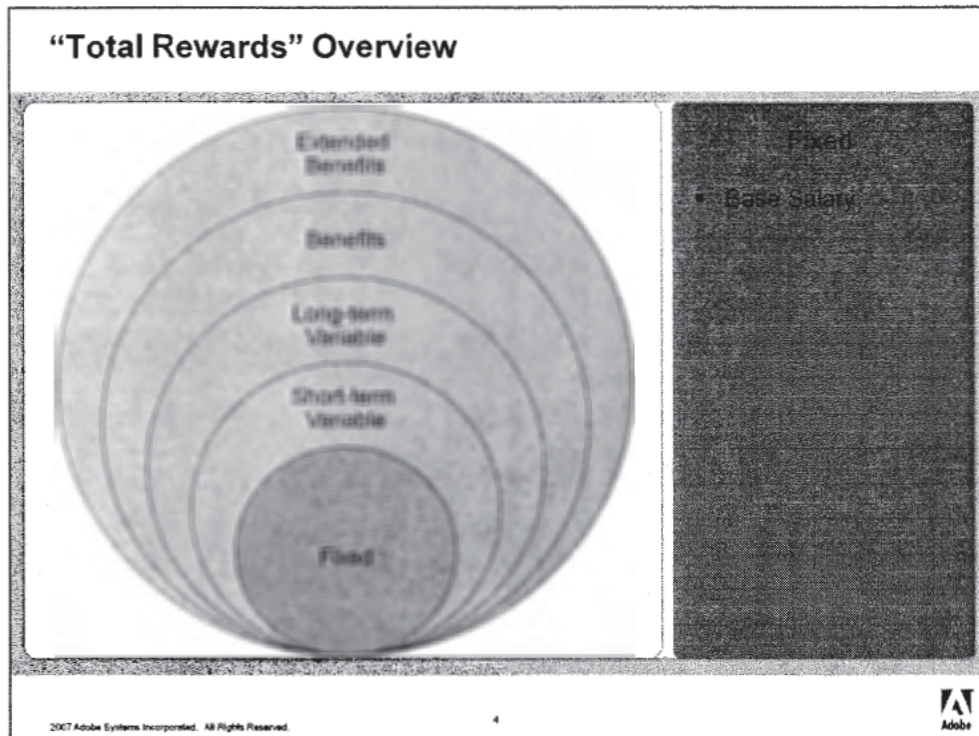


- **What we're going to cover today....remind them that this is a follow-on from the Dec. 20 Sr. Leader meeting and that this meeting is also being recorded for playback**
- **Housekeeping...how to ask questions via chat/telephone, etc.**

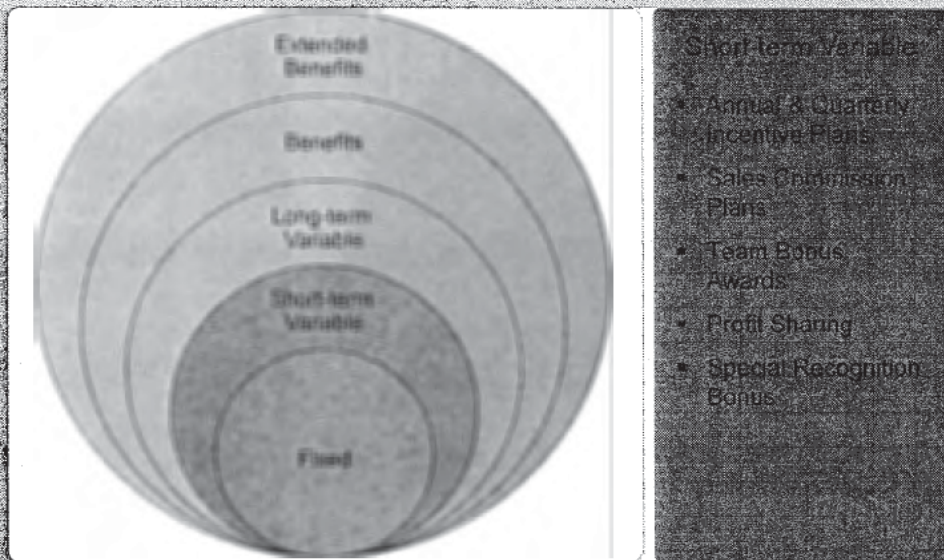




- **Introduction:** With the importance of compensation and building a performance based culture, there needs to be alignment of goals that drive behaviors which lead to customer satisfaction, which then results in revenue/profit to the company, which then translates to shareholder appreciation and back to business performance
- ***We are committed to the following principles:***
  - We share our success with our employees.
  - **We offer competitive total compensation based upon practices for our industry and local markets in which we compete, while preserving Adobe's financial strength.**
  - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
  - **We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.**
  - **We fairly and regularly assess performance results and differentiate rewards based on performance.**
  - **We recognize and reward results and contributions tied to the success of the company and in support of company values.**
  - We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
  - **We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.**
  - **We communicate the goals, features and value of our programs.**



## "Total Rewards" Overview

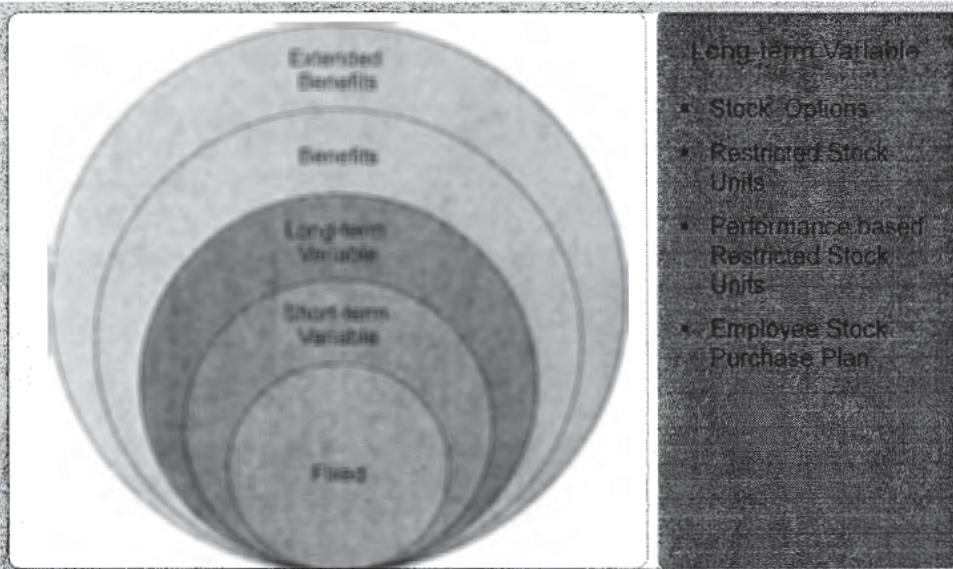


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## "Total Rewards" Overview

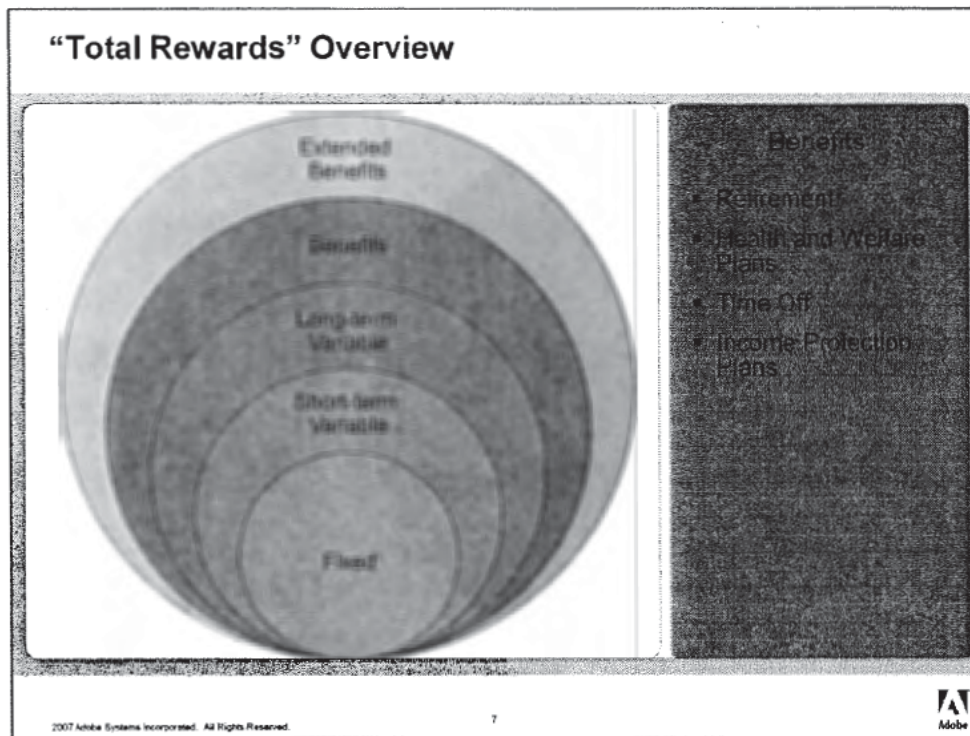


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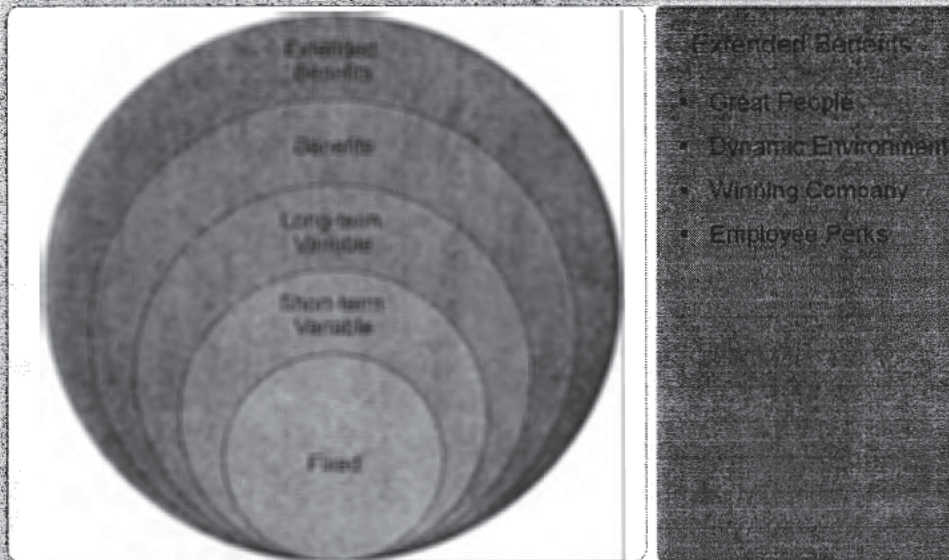
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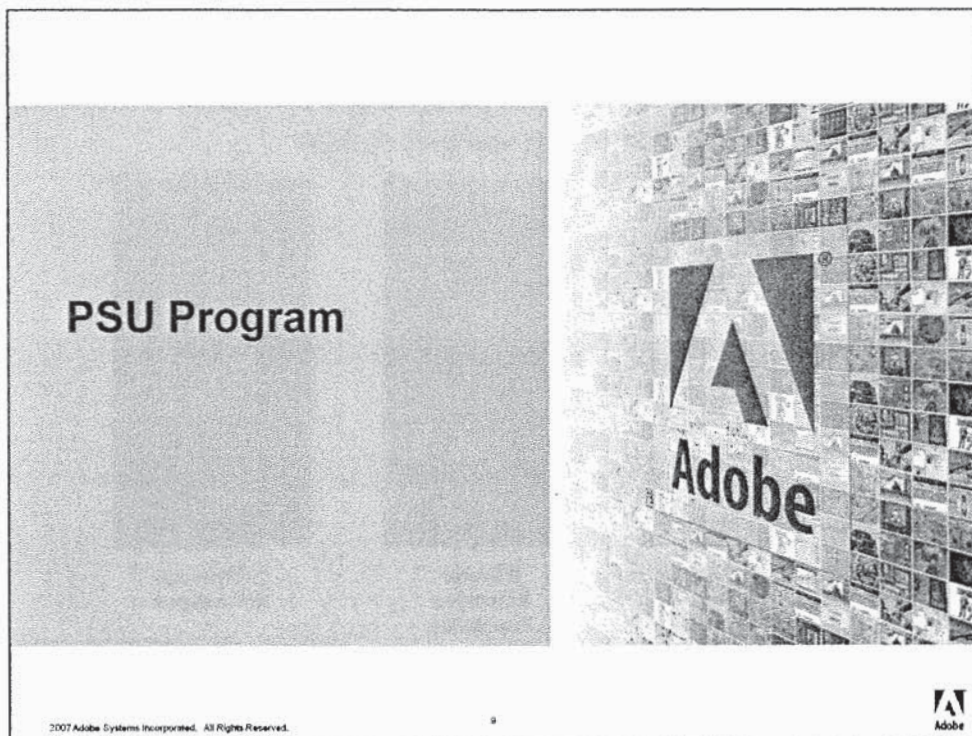
## "Total Rewards" Overview



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## Adobe's Equity Model



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## PSU Plan Overview



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## PSU Plan --Vesting

2007

2008

2009

2010

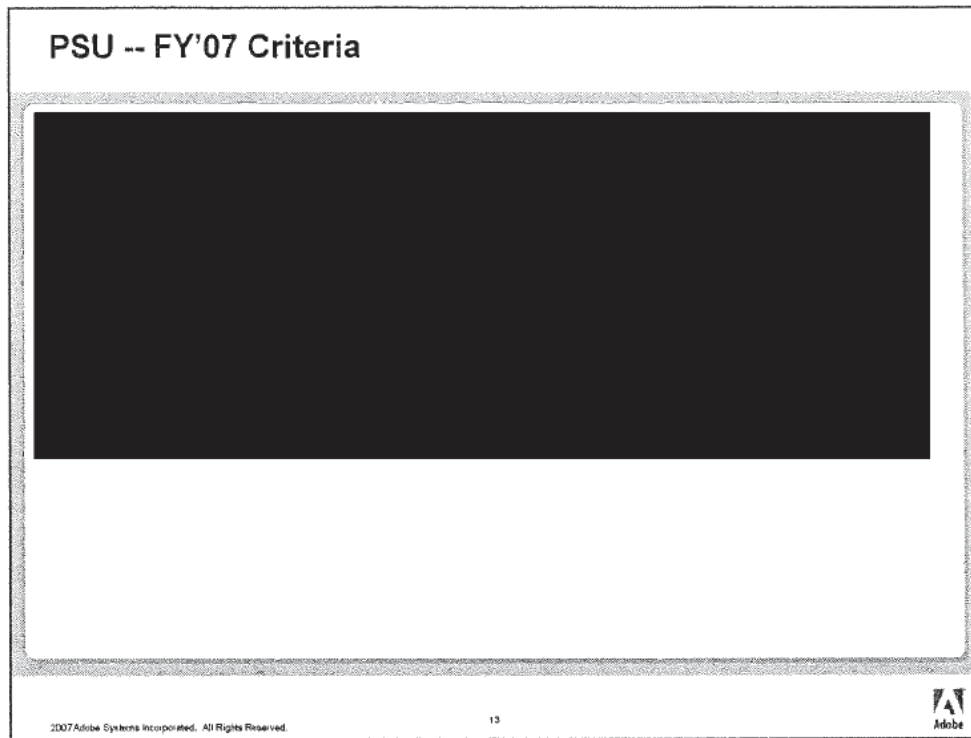
2011

2012

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## FY'07 PSU Plan Matrix



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**FY'07 PSU Plan Matrix – Overachieve AOP Scenario**



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**FY'07 PSU Plan Matrix – Underachieve AOP Scenario**

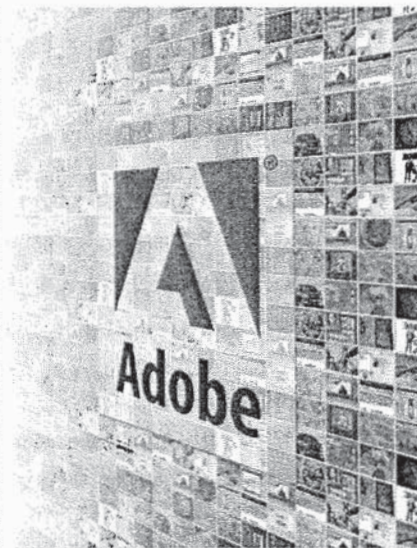
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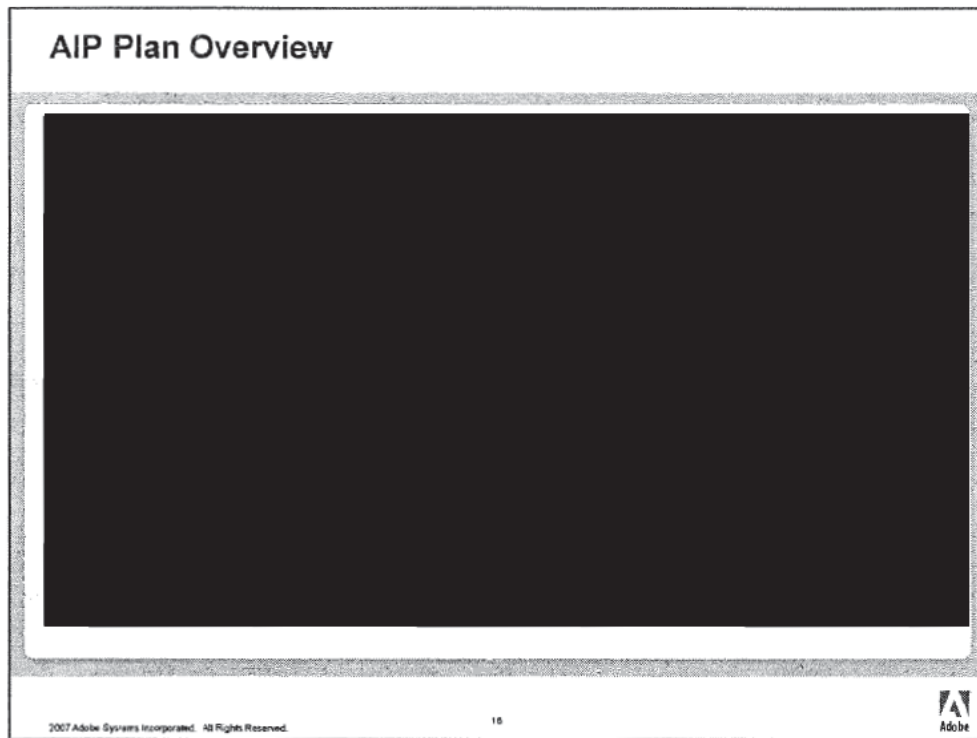
## Summary of FY07 AIP/QIP Changes



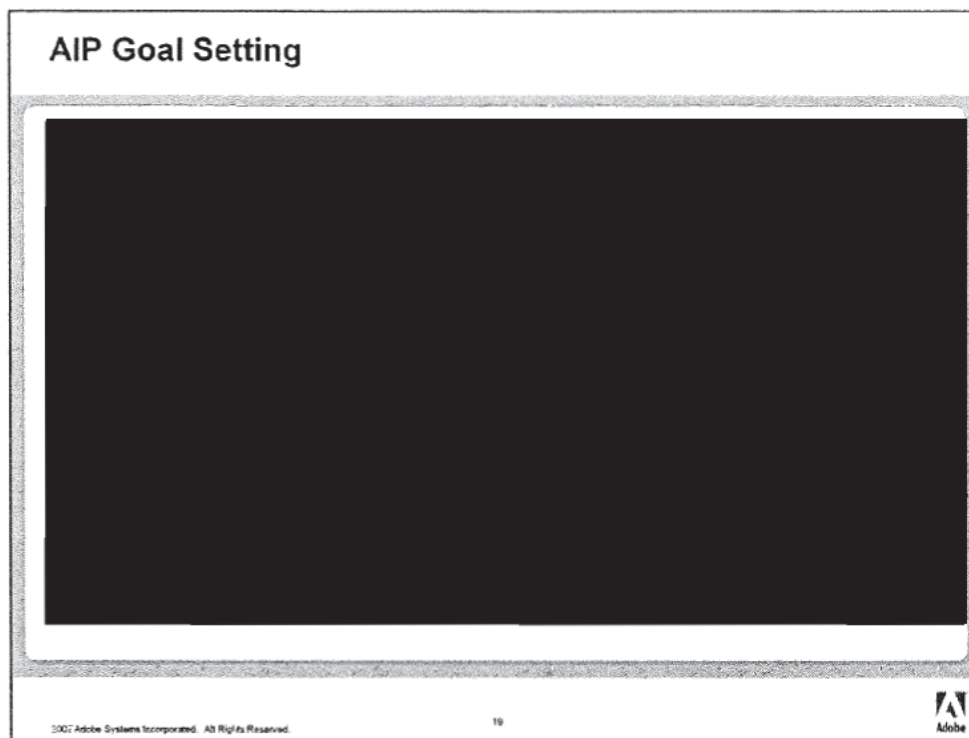
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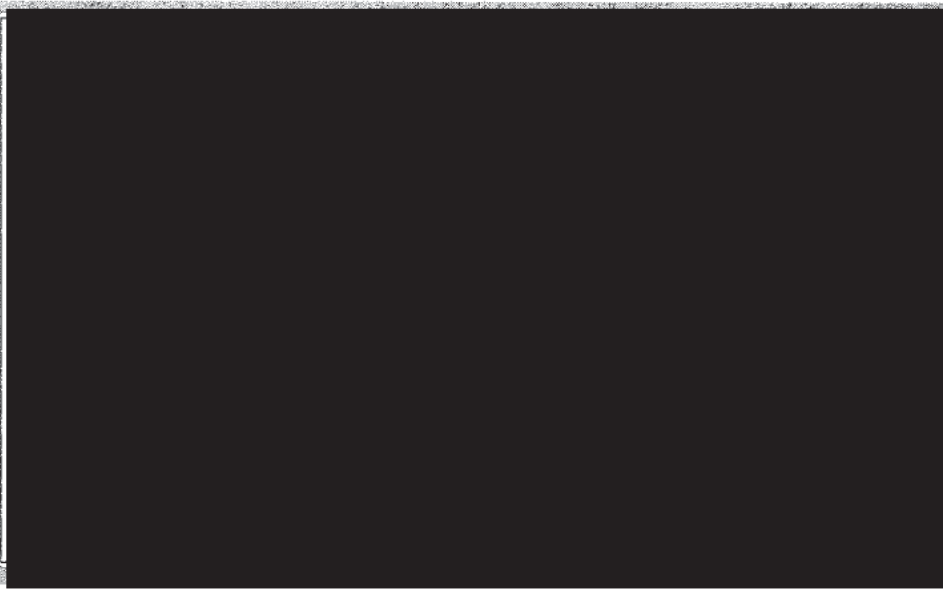








### FY'07 AIP/QIP Payout Matrix



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### FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve



### FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve



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**FY'07 AIP/QIP Payout Matrix – Scenario B --  
Underachieve**



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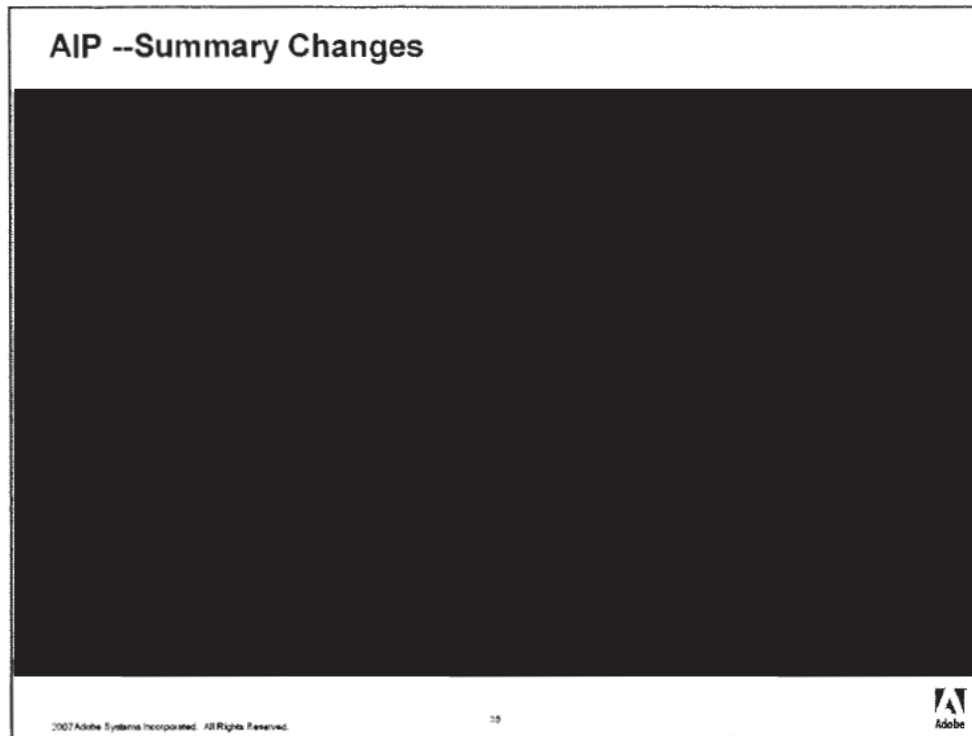
**FY'07 AIP/QIP Payout Matrix – Scenario B --  
Underachieve**



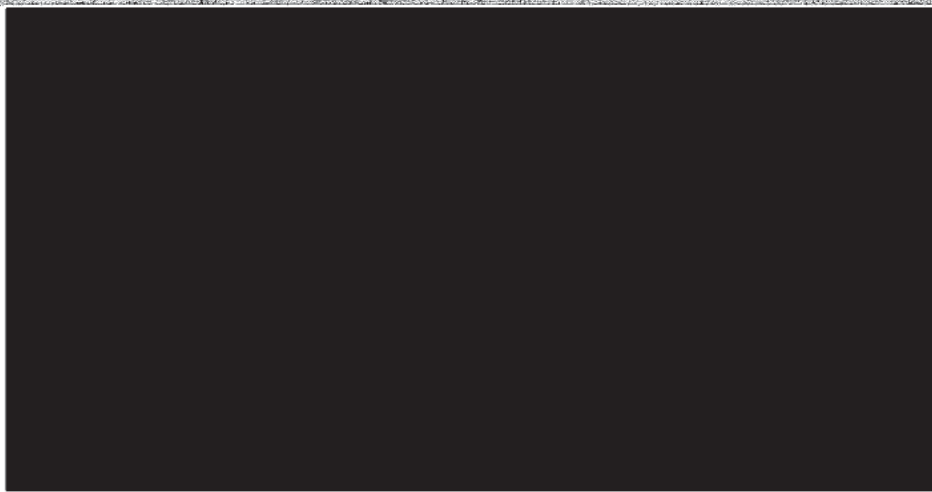
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## QIP -- Summary Changes



## Next Steps

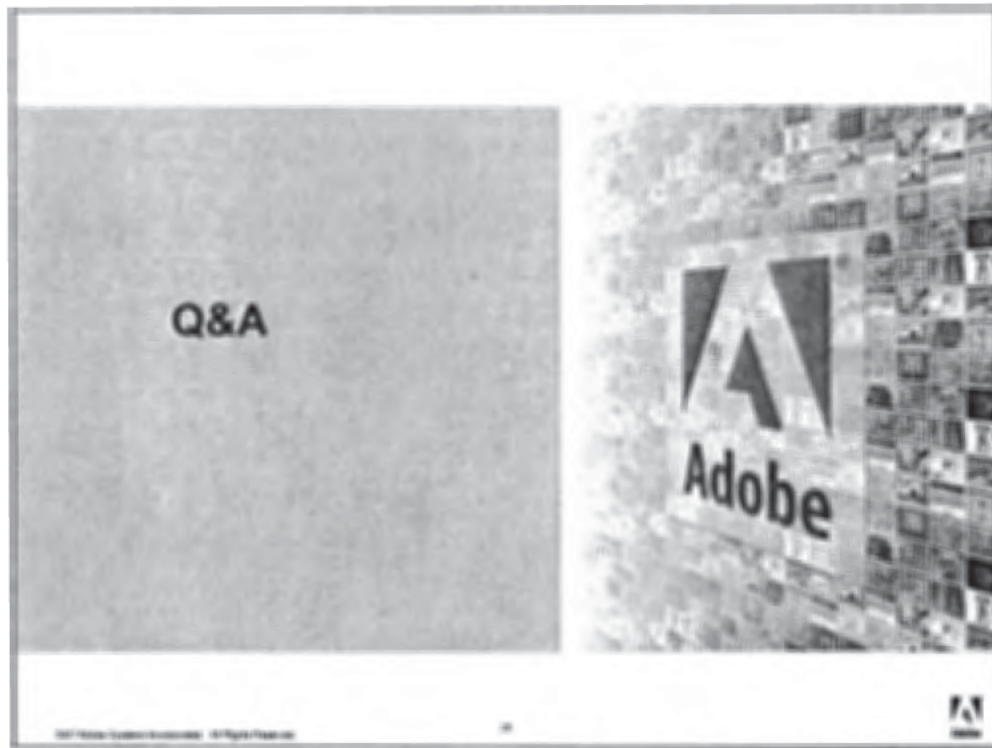
- Communicate to eligible members of your teams
- Reference tools provided
  - Plan documents
  - FAQs
  - PDF of presentation
  - Adobe Connect recording of materials
- Work with your HR Business Partner
  - They will bring in additional HR support as needed

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- **Follow up email with links to documents and additional resources will be sent this afternoon**







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